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ABSTRACT

This is a feasibility study of a communications system for Wyoming libraries with recommendations for its installation. The basic recommendation calls upon the Wyoming State Library to undertake a demonstration project in rapid interlibrary communications, using teletype (TWX) facilities between selected libraries for a period commencing as soon as possible within the 1967-68 fiscal year and concluding in fiscal 1970-71, using LSCA Title III funds. The study is presented in seven chapters: (1) background of the study; (2) aims, methodology and limitations of the study; (3) reasons for an interlibrary communications system; (4) designation of regional communications centers; (5) equipment, costs and funding; (6) contractual agreements; and (7) making the system effective. An index to the recommendations is given. Appendix five is a bibliography. (Author/NH)

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A COMMUNICATIONS SYSTEM FOR WYOMING LIBRARIES:

A STUDY, WITH RECOMMENDATIONS

Submitted to the
Wyoming State Library, Archives and Historical Board

by

Bibliographical Center for Research
Rocky Mountain Region, Inc.

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Denver, Colorado
March 1968

1968
Wyoming State Library
Supreme Court and State Library Building
Cheyenne, Wyoming 82001

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March 31, 1968

Mrs. Rosemary Martin, Acting Librarian
Wyoming State Library
Supreme Court and State Library Building
Cheyenne, Wyoming 82001

Dear Mrs. Martin:

This feasibility study of a communications system for Wyoming libraries, with recommendations for its installation, is sent to you for transmittal to the Wyoming State Library, Archives and Historical Board, the librarians of the state, and all other groups or citizens concerned with library development in Wyoming.

The study was conducted by the Bibliographical Center for Research, Rocky Mountain Region, Inc., Denver, Colorado, under my direction and in accordance with an agreement between the Center and Mr. John Andrew Fisher, former State Librarian, dated July 20, 1967.

The basic recommendation calls upon the Wyoming State Library to undertake a demonstration project in rapid interlibrary communication, using teletype (TWX) facilities between selected libraries for a period commencing as soon as possible within the 1967-68 fiscal year, and concluding in fiscal 1970-71, using LSCA Title III funds.

The Bibliographical Center for Research has regarded its service as the consultant agency in this study as a most privileged experience. It wishes to express appreciation for the fine receptions from all those librarians and others who suffered our visits and interviews, and who responded willingly to our questionnaires. A number of these expressed their opinions in valuable supplementary statements and in correspondence. It appears evident that Wyoming librarians are most interested in facilitating library service in Wyoming via teletype, and that the study may be considered as timely.

Should the statements and recommendations require discussion and interpretation, we will be happy to respond to such a request.

Most Sincerely,

Phoebe F. Hayes
Director

PFH/ct

TABLE OF CONTENTS

		PAGE
Index to Recommendations		
Letter of Transmittal		
Chapter I	Background of the Study	1
Chapter II	Aims, Methodology and Limitations of the Study	3
Chapter III	Why an Interlibrary Communications System?	7
Chapter IV	Designation of Regional Communications Centers	13
Chapter V	Equipment, Costs and Funding	20
Chapter VI	Contractual Agreements	25
Chapter VII	Making the System Effective	30
Appendix 1	Criteria for Site Selection	33
Appendix 2	Interlibrary Loan Requests from Counties; July 1966 - June 1967	34
Appendix 3	Checklists: Tools for Interlibrary Loan	35
Appendix 4	Interviews and Correspondence	42
Appendix 5	Bibliography	45

Index to Recommendations

	PAGE
Access Routes	**11**
Contracts	**25**
Credit card calls	**23**
Demonstration	**11**
Designation of communications centers	**18**
Equipment costs	**23**
Equipment operation	**29**
Evaluation	**32**
Funding	**23**
Procedures	**29**
Public relations	**31**
Resource development	**30**
Responsibilities of communications centers	**18**
Telefacsimile	**24**

Chapter I

Background of the Study

An interlibrary loan demonstration employing a rapid communications method was proposed informally first in 1965, between the Wyoming State Library and the University of Wyoming. In following up these conversations, representatives of the two institutions and the Bibliographical Center for Research, Rocky Mountain Region, met at the University's Coe Library in Laramie to discuss the possible installation of TWX equipment in the two libraries, financed out of LSCA funds, the demonstration to begin in January 1966. If successful, it was suggested that the demonstration could be extended in July 1967, with teletype machines placed in several of the larger county libraries.

No further steps were taken regarding this proposal. In December 1966, however, to assist the Wyoming State Library and the advisory committee to be appointed to plan for programs under the newly enacted Title III of the Library Services and Construction Act, Miss Lee Mortensen, Field Consultant in the State Library, wrote to some fifty library leaders in the state asking for their opinions on how the State Library best could develop programs to utilize these funds. The answers which were received were presented to the newly appointed Advisory Council on Title III in March of 1967, and were discussed by that group in some depth. Both in the original responses and at the Advisory Council Meeting, a system of communication for Wyoming libraries received high priority. The Wyoming State Library, Archives and Historical Board approved priorities recommended by the Advisory Council

and authorized the State Librarian to begin planning in these areas. On the basis of further research, the State Librarian recommended the Bell Telephone System Teletypewriter Exchange Service (TWX) as giving the best access to other libraries of any system which could be utilized at the present funding level available to the state, and asked the Company to prepare a proposal for the State Library. This proposal was discussed by the Advisory Council at a meeting in May 1967, and by the Board at their Summer meeting; both approved the approach. However, the Board recommended a contract with the Bibliographical Center to develop a statewide plan for interlibrary communication, including the development of criteria for location of the sites, and recommendations on actual location within Wyoming.

Accordingly, Mr. John Andrew Fisher, State Librarian, wrote to the Director of the Center on June 20, 1967, asking that the Center help to develop a statewide plan for a communications system, this help to "not... exceed five working days, and the benefit of the resources of the Bibliographical Center..."[1] It quickly became apparent that a longer period of time would be required to study all aspects of this assignment. This original stipulation of time was abandoned, and a considerable longer time given to it.

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1. Letter from John Andrew Fisher to Phoebe Hayes, June 20, 1967.

Chapter II

Aims, Methodology and Limitations of the Study

Based on the directive that the study was to focus on the planned installation of a TWX system, the Wyoming State Library requested that the six regions outlined by Janice Kee in her "Equality in Library Service...Wyoming's Goal"[1] be considered as general guidelines in the site locations of what came to be called regional communications centers as the study progressed. Other predeterminations suggested but did not limit the examination of sites to those communities in which were located a county library headquarters, a community college/junior college, or possible a strong school district library. Additionally, it was implicit that the Wyoming State Library and the University of Wyoming Library would be included as the basic clearance points for all interlibrary loan requests flowing through the system.

In proposing these guidelines, the surveyor determined that the communities of Casper, Cheyenne, Cody, Green River, Lander, Laramie, Powell, Riverton, Rock Springs, Sheridan and Torrington would be visited. In each instance, county headquarters libraries and junior college and community college libraries were visited; in the case of Powell, Riverton and Rock Springs, the county branch libraries also were visited. In Riverton and in Rock Springs, plans

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1. Kee, S. Janice. Equality in Library Service...Wyoming's Goal; a report of a survey, with guidelines establishing a state-wide library system. Cheyenne, Wyoming Library Association and the Wyoming State Library, 1966.

for new campus development were discussed with the President of Central Wyoming College and with the President and Librarian of Western Wyoming College.

It was the purpose of these visits to assess the library's physical facilities for proper installation of a teletype machine; to evaluate the service attitudes of library staff members, particularly those attitudes which would reflect awareness of actual or potential community needs for library resources which could be served by rapid communication to other libraries. Moreover, the library's present resources which could be usefully employed to assist in the handling of such requests needed to be evaluated. The capability of support to a structured interlibrary communications system demanded this careful scrutiny and evaluation.

Present interlibrary loan volume required some measurement and projection in order to estimate probable growth when stimulated by the increased accessibility of reference and research materials. Establishment of cost projections were necessary, not solely for the actual TWX machines, but for message line costs and incidental supplies; and for feeder telephone service from libraries linked to any one of the regional communications centers. A budget incorporating these costs is a part of this report.

To acquire all basic information, a team consisting of the State Librarian John Andrew Fisher, Acquisitions Librarian Loren Sgro, and the Director of the Bibliographical Center visited the above-named libraries from October

30 through November 4, and December 13-15, 1967. Interviews with the librarians and/or other staff members occurred at these times according to the outline in Appendix 2. These were followed up by submission of a brief questionnaire and a two-part checklist of reference tools. (See Appendix 3.) These were returned by all libraries except one. Additionally, the State Library furnished statistics on the volume of interlibrary loan requests by county for the period from January 1966, to date; and similiar statistics were furnished for the State Library and the University of Wyoming. In addition to these visits and interviews, the team spent some time with staff members at the University of Wyoming; and on November 18, the surveyor met with the LSCA Title III Advisory Committee in Cheyenne.

Of particular concern was the measurement of potential use of such a communications system. The surveyor sought to establish certain facts regarding the economic climate of the state, the identity of business, industry and other groups in each community which might be served to advantage; the changes likely to occur in the economy of each community. The facts gained contribute to the rationale of the locations recommended in this report.

Limiting the recommendations most certainly are the current conditions and resources of Wyoming libraries, their financial bases, adequacy of their staffs, up to and including the Wyoming State Library and the University of Wyoming. Limiting also are the present patterns of interlibrary loan use, and referral of reference requests from patrons to the Wyoming State Library,

the University, or to other libraries. These limiting factors were to a degree inherent in the approaches established for the study, and are evident influences in its ultimate conclusions.

Chapter III

Why an Interlibrary Communications System

Ample justification may be found for the installation of an interlibrary communications system in Wyoming. It is entirely consonant with national and regional library developments for Wyoming to provide its citizens with this means of access to information. It is a natural step in the weighing of long-term benefits to the state. It is assumed that Wyoming librarians and those citizens of the state who seek to forward the cause of the state's libraries are in essential agreement with the recent statements contained in the report of the Ad Hoc Joint Committee on National Library/ Information Systems (CONLIS) presented to and accepted by the ALA Council in Miami in January 1968:

> "...the national interest requires assured and ready access by all citizens to all unrestricted information. In simplest terms, information as a commodity is essential to our development as individuals, the optimization of our activities...no one... should have less access to information merely because he is not located in a major center of population or research. The national interest is best served by equality of access by all elements of the economy, wherever located, to insure equality of opportunity and competence."[1]

ALA standards for State Library functions and for public libraries already have indicated how and by what responsible means the flow of information

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1. Ad hoc joint committee on national library/information systems (CONLIS). Improving access to information: a recommendation for a national library/information program. A report of the... Chicago, 1967, p. 4. See also ALA Bulletin, March 1968, v. 62, p. 256.

can be established. In discussing the concept of library systems and the role of the community library as systems operate at various levels, it is suggested that

> "...Ingenious use of new media of communication makes it possible to carry information about available library resources to isolated persons.."[2]

Coordination of library service between communities within systems and between systems is possible by

> "... regular communication between agencies by mail, telephone, or electronic means."[3]

The earlier standards for statewide library service stated this similarly:

> "The general resources in state agencies and the wider resources in libraries associated in cooperative agreements should be widely and genuinely available through the... means (of)... rapid communication systems among libraries to facilitate location of needed information and resources."[4]

Introduction of a teletype network for library purposes into Wyoming is a reasonable way of using conventional communications equipment to stimulate interlibrary relationships. Not only would such a demonstration encourage interlibrary cooperation and an increased use of interlibrary

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2. American library association. Minimum standards for public library systems, 1966. Chicago, 1967, p. 17.
3. Ibid, p. 29.
4. American library association. Standards for library functions at the state level. Chicago, 1963, p. 8.

loan and reference service, but it would bring to Wyoming's citizens the infinite potential of acquiring materials from major research libraries, from the Library of Congress, and from the present state and specialized networks in the Rocky Mountain Region. These latter well-functioning systems already are capable of linking Wyoming to them via the Bibliographical Center.

The reasons given for the use of a teletype network are related to more efficient, economical and improved library service, not unusual among library goals. Aside from improved service, the result of increased interlibrary loan activity which comes from patron recognition that it is possible to get the material he wants, a teletype machine is a dramatic evidence of the library's ability to ask for that material across geographic barriers. Use of teletype demonstrates the accessibility of a wider variety of material to the patron; and for each individual library may prove to bring about better use of the state's total library resources. Thus greater interlibrary cooperation is encouraged, and may contribute to a wiser use of specialized resources, if not to direct the increase of these resources by mutual agreement and assignment of specialization. If these arguments are valid within the state, they may have, also, some bearing on the sharing of regional library resources.

There is demonstrable efficiency and economy of operation in a teletype interchange of interlibrary loan requests. Fast machine message transmittal will lesson the length of time required to locate library materials

elsewhere and even will speed the material on its way sooner. Faster service to the patron cannot help to impress the patron; the result--a more satisfied patron, a more favorable library image. Within the library, use of TWX equipment will save time, for the use of pre-punched tape will provide a message accurate in transmission and a simultaneous written record for both sender and receiver. This is not possible via telephone. The message created is flexible, and can be used for retransmittal if necessary. It can be analyzed for future book purchases at any library level. The type of message is also flexible: dependent upon agreement among the cooperating libraries, TWX can be used to request films and other materials; to engage in conference calls; to send emergency announcements and general informational messages.

In summary, all evidence points to these good reasons for installing rapid communications equipment:

1. Improved library service to the community
2. Efficient use of more resources
3. Faster service
4. Provision of an accurate, written record for immediate and potential use
5. More economical and efficient use of library personnel
6. Capability for a wide variety of message
7. Encouragement of interlibrary cooperation

Installation of TWX equipment may be considered, then, as a presently available aid to providing good library service to Wyoming. It is a way-station

to the ultimate use of more sophisticated equipment which, in its present stage of development, is not regarded by the surveyor as feasible or economical for the state at this time.

It is recommended:

1. That the Wyoming State Library undertake a demonstration project in rapid communication, using teletype (TWX) facilities, between selected libraries to be known as regional communications centers, the Wyoming State Library and the University of Wyoming within the state; and long-distance telephone, employing telephone credit cards, from county library branches, county libraries and junior college libraries to the regional communications centers; this demonstration to be carried on for a period beginning within the fiscal year 1967-1968 to the conclusion of the fiscal year 1970-1971, commencing as soon as practicable.
2. That access to the regional communications centers shall be provided to all schools, state institutions and special libraries from the nearest county library.
3. That the equipment to be installed in each library selected should consist of a Model 33 ASR (Automatic Sending and Receiving) teletypewriter, with standard dialing system transmitting at the rate of 100 words per minute, and equipped with a tape-producing facility using eight-level punched paper tape; and with NCR paper rolls capable of producing multiple page message copy.

It is most apparent that use of teletype equipment will demand other service standards from all Wyoming libraries. These will be discussed in later chapters.

Chapter IV

Designation of Regional Communications Centers

A number of considerations incidental to the criteria for site selection revealed themselves as important to the decisions for initial designation of libraries assigned the responsibilities of regional communications centers. These included the review of the proper role of the public library in the community vis a' vis the junior college; and the presence of other educational and economic activities in the community. In assessing all factors, it became apparent to the surveyor that a final decision would include a careful calculation of intangibles which could affect a demonstration period in positive or adverse ways, if allowed to do so.

As preparation for the actual on-site inspections and interviews, the surveyor attempted to gain some background in current economic conditions and trends in Wyoming. Evidence of this study is indicated in the bibliography at the end of this report, and was supplemented by interview and general observation in each community.

No significant fact emerged, for example, from the study of industry location and industrial promotion. In no area of the state is there a large industrial concentration of firms hiring over 250 employees. Where growth and new industry was occurring these firms were generally hiring less than 250 employees, and some of them less than 100. However, when the size of Wyoming communities is considered, such new industry does contribute to the economic wealth of these communities, and does have noticable effect

upon the population characteristics of the communities. Managerial and technical staffs, and others engaged in extractive and exploration industry represent, with their families, potential library patrons whose demands could be served by more sophisticated methods of access to library materials. In some instances, librarians were well aware of this potential and readily identified it; as was also the case with their recognition of other important community groups in education and medicine, and their relationships already built with state institutions, school and special libraries. The surveyor noted in each city the presence of federal and state offices, the several state institutions, the courses carried on by the University of Wyoming's Division of Adult Education and Community Service, the establishment of the present regional demonstration instructional materials centers under Title II of the Elementary and Secondary Education Act. The surveyor's attention was called to similar projected programs; and in one community not visited, there was sufficient interest on the part of the county library board to solicit the location of a regional communications center in that community.

Two Wyoming communities have sought approval for projects under the Wyoming State Technical Assistance Program. Designation of these libraries as regional TWX centers could build on present strength.

Each librarian interviewed, except one, indicated that there would be relatively little difficulty in placing a teletype machine in the library; nor did any problem appear to exist in the delegation of staff to operate it after

the necessary instruction and establishment of procedural directions. Especial attention was paid to the present handling of interlibrary loan requests, the service concepts of the library staff, and the relationships with other libraries in the community which now exist or would be productive if developed. These attitudes and practices, when extended to the use and promotion for use of innovative equipment will have an obvious effect upon the success of or failure of this demonstration.

A particular concern developed regarding the designation of a junior college or a community college as a part of the teletype system. These libraries turned out to have drawbacks in accessibility to the general public, especially in the case of the new campus plants planned by Eastern Wyoming College, Western Wyoming College and Central Wyoming College. Until these institutions become fully functioning, it was decided that for the present they could not be seriously considered for immediate participation. When presently existing junior college libraries were visited, it became necessary to inquire as to the potential for operating hours when school was not in session; availability of direct-line telephone service; and staff to work with the calls from the county libraries as those came in. However, more importantly, is the question of the role of the college administrations, as reflected by their expressions and those of their librarians, expect to play in library service to their respective communities. It is somewhat disturbing to find that these expressions indicate unawareness of the need to define these distinctive roles. The lack of definition is reflected in some of the present policies of these institutions, whose collections really are not yet adequate to serve their immediate student-faculty requirements. It becomes important, then, for the public

librarian and the community college librarian to work out a modus operandi in a complementary rather than competitive manner.

Equally as important as staff attitudes, present interlibrary loan practices, and space is the existence of tools which can be used to back up the expected increase of interlibrary loans and reference questions handled by a regional communications center. To provide a more accurate record than on-site observation, visits to the libraries were followed by the sending of reference tools to each library visited. (See Appendix 3). The larger of the two lists may be considered as including titles of present and potential value to the regional centers; a shorter supplementary list contained titles which the two statewide clearing points might be expected to own. The returned questionnaires were tabulated and the results weighed in the naming of the first centers. This tabulation is on file in the State Library. A number of the responding libraries indicated that the larger list will be used as a buying guide for improvement of their reference collections.

Implicit also is the expectation that the centers would lend from their own collections. This will be referred to in a later chapter. The recommended sites, in summary, were carefully evaluated on the following points:

1. Economic growth and potential of the community
2. The library's identification of and involvement with community groups and needs
3. Potential interlibrary cooperation within the community and within the designated area

4. Staff attitudes toward reference and interlibrary loan service

5. Present and potential indication of staff continuity

6. Strength of reference collections

7. Hours open

8. Available space

It became evident, also that the county library headquarters should be the present preferred locus for the development of the communications system because of its longer, and in fact, broader commitment to community service. Therefore, once all of the record was established, the decision of the surveyor places responsibility in county libraries (only in unusual circumstances may it seem preferable to choose as a site a county branch library). This general recommendation is excepted by the designation of one community college library for this demonstration. The reasons are (1) to provide a specific test of how a junior college library might function in a communications/reference responsibility to county libraries and (2) the approximately equal lack of reference strength in the county library and its main branch. If the experiment with the community college library should prove workable, it may be that other junior college libraries, as they occupy new quarters, and increase staff and collections, may well be able to serve as centers in the system.

It is recommended:

4. That the Wyoming State Library designate as the initial regional communication centers the following:
   a. Wyoming State Library, Cheyenne (for Albany, Carbon, Goshen Laramie and Platte Counties)
   b. Natrona County Library, Casper (for Converse, Fremont, Natrona and Niobrara Counties)
   c. Northwest Community College, Powell (for Big Horn, Hot Springs, Park and Washakie Counties; and for projected service to Yellowstone National Park)
   d. Rock Springs Public Library, Rock Springs (for Lincoln, Sublette, Sweetwater, Teton and Uinta Counties)
   e. Sheridan County Library, Sheridan (for Campbell, Crook, Johnson, Sheridan and Weston Counties)
5. Further, it is recommended: That, pending development of the proposed statewide library plan for Wyoming, readjustment of these boundaries and designation of additional centers give priority of consideration to: Lander, Newcastle, and Torrington as future sites.
6. And finally, it is recommended: That there be developed clearly-defined statements of responsibility for all participating libraries at all levels, including statements relating to the respective

responsibilities of: 1)the State Library; 2)the University of Wyoming 3)the designated regional communications centers; 4)all county libraries not designated as regional communications centers; 5)junior college libraries; 6)the Bibliographical Center for Research, Rocky Mountain Region, Inc.

It should be pointed out that the Laramie County Library ordinarily should expect to be named as a communications center except for the presence of the State Library in Cheyenne. Since the two libraries already have been moving toward a cooperative working agreement, it is possible that they would wish to consider placement of the TWX machine in the State Library, but that all telephone calls within the area come to the Laramie County Library so that its staff and its collection could contribute to the system.

Chapter V

Equipment, Costs, and Funding

Reference has been made in earlier chapters to preferential statements advocating installation of a TWX system. The surveyor reinforces this preference. Consideration of a Telex system as most nearly comparable to TWX was put aside since there is at present no two-way compatability between TWX and Telex systems although the equipment is nearly identical. TWX continues to be the predominant system used by libraries in the United States. The earlier stated reason, i.e., accuracy of a simultaneous written record is reiterated here. Inquiry into the feasibility of a more advanced telefacsimile system was abandoned after study of present telefacsimile experiments. Until the transmitting machines are 1)more reliable in reproduction results 2)able to accept books rather than single-sheet copy 3)and until costs of transmission are cheaper, Wyoming should not proceed to this stage. [1]

The costs and advantages of wide-area telephone service (WATS) and Enterprise service(a method of inviting long distance telephone calls to a given point from many areas on a reversed charge basis) were discussed with the State Library and with telephone company representatives. Both of these systems were rejected as not being of themselves sufficiently flexible or productive of desired results; transmission costs appear to be equal to TWX;

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1. Since this conclusion was reached, the New York State Library has abandoned an experimental use of telefacsimile in interlibrary loan for reasons which include those given by this surveyor.

staff time costs would increase. WATS is presently available within the state and can supplement teletype service when oral communication is necessary.

The plan for installation of TWX in the five regional communications centers recommended should provide for telephone connection from all other county libraries into the centers. In fact, to make optimum use of the system, each county headquarters library should look upon a telephone as an imperative; and this should be a direct line available to and within the library. Ultimately, telephone access should be located in each county branch library as well.

A budget for the new system for the period of demonstration should reckon the costs of initial machine installation; and on an annual base, monthly machine rental, an estimate for message transmission and for telephone credit card privileges given to county libraries and community colleges calling into the regional centers; and for incidental supplies. By-product costs to the Wyoming State Library may well come from added staff requirements; and for a much-needed reader-printer[2] so as to facilitate copying service to the state's libraries. (Present copying equipment in the designated county libraries is reasonably adequate.) Since under LSCA Title III, all types of libraries should be included in a planned demonstration such as this, Title III funds when and as they become available should be used to anticipate the increase in service demanded by the

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2. Approval for purchase of a reader-printer was given by the State Archives, Library and Historical Board on January 23, 1968, and its cost is, therefore not included in projected budget figures.

community colleges, the school libraries, and the developing libraries in state institutions. This larger demand should affect services required of the State Library, the University of Wyoming, and the Bibliographical Center.

An expected budget for the first year of operation should include:

Equipment	
Initial installation of 6 machines @ $50 per machine	$ 300.00
Monthly rental @ $60 per machine	4,320.00
Message Costs	
To include an average of 12 messages per day at an average cost of 60¢ per message, or $7.20 per day for 288 message days per year	2,075.00
Credit card calls estimated at $300 per month @ 75¢ per call	3,600.00
Message costs to Bibliographical Center and return for Wyoming State Library and University of Wyoming	600.00
Supplies	
Teletype paper and paper tape and ribbons (Based on estimated annual use per unit, and purchased in wholesale lots by State Library)	150.00
Total first-year cost	$11,045.00

Beyond the first year, with growth anticipated, it would seem advisable to budget an estimated $12,000 minimum per annum expenditure, excluding possible additional service costs for an increase in referrals to the Bibliographical Center and to the University of Wyoming, and for staff adjustments at the Wyoming State Library. Only the experience of a year's operation can measure usefully the volume and costs of service extension to schools and state institutions; this to be reflected in the volume increase of service provided first by the regional communications centers and by referral from them up the TWX ladder.

Within the budget projected, it is recommended:

7. That the State Library, using Title III LSCA funds, pay the initial TWX machine installation costs; additionally that the State Library pay, for the duration of the demonstration the costs of: monthly machine rental; monthly transmission costs within limits to be set by the State Library; and costs of necessary supplies.

8. That the State Library within specified limits relating to the demonstration project pay the costs of long-distance telephone credit card calls from all county libraries to the designated regional communication center in their respective areas. Further, it is recommended that such costs be paid for all junior college libraries participating in the communications system.

9. That technical improvements in communication facilities, as for example, in the use of telefacsimile, be studied and evaluated for possible future use after the initial demonstration is concluded, and after further feasibility studies have been conducted.

10. That the Wyoming State Library purchase a reader-printer to be used for the benefit of the state library system.

11. That the State not install additional reader-printer equipment in the libraries selected during the present demonstration period, but as need arises facilities presently available should be used.

Chapter VI

Contractual Responsibilities

In the development of a cooperative system involving all types of libraries, each participant is assigned a place and a set of performance expectations. Each library should have full knowledge of these, and, based upon its willingness, can thus make a commitment to the expected responsibilities. As the administrative agency required to fund and to operate the programs developed in any state planning under LSCA Title III, the Wyoming State Library has the duty of properly defining these responsibilites. It can be assumed that these would be established via formal agreement, and it is recommended:

12. That the State Library prepare a form of agreement for properly authorized signature on behalf of those libraries designated as regional communications centers; this agreement to define the respective responsibilities and services to be performed by the State Library and the regional communications centers for the duration of the demonstration project.

13. That the State Library negotiate with the University of Wyoming, a similar agreement of mutual responsibility and performance of services for the duration of the demonstration period.

14. That the State Library negotiate a contract with the Bibliographical Center for Research for specified services to be performed for the duration of the project.

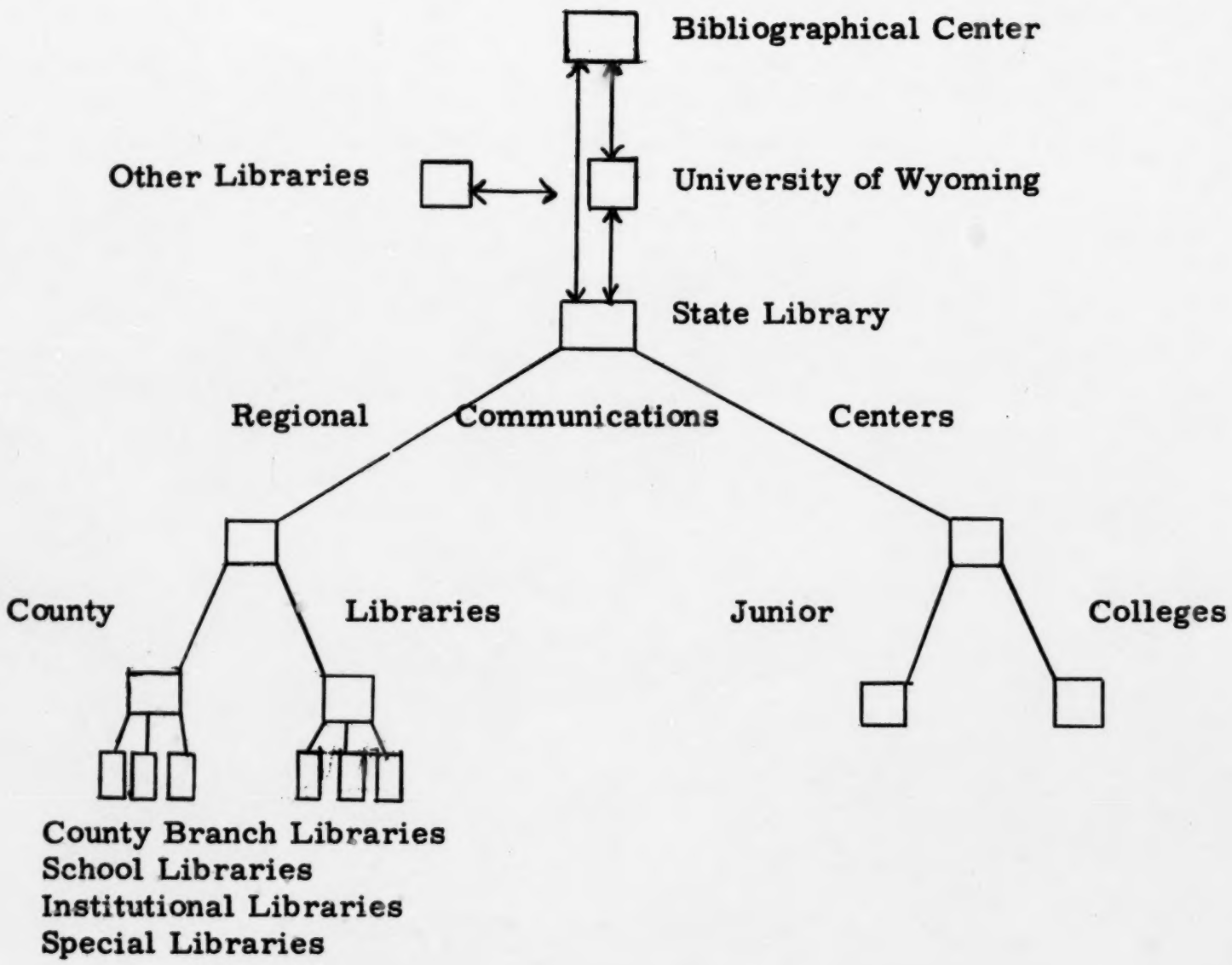
These agreements may well concern themselves with the principles for establishment of the communications channels desired in the system. Any network pattern may be as structured or unstructured as appears desirable, and procedures adopted accordingly. It appears most feasible for the Wyoming network to operate under the general pattern of a structured system, i.e., that it develop under these rules for the initial demonstration period:

1. Branch libraries should send requests to their county libraries as they do now.
2. School, institutional and special libraries should go to the nearest county library.
3. County libraries and junior colleges libraries should proceed to their designated regional communications centers.
4. Requests not filled by the regional centers should be sent to the Wyoming State Library.
5. The Wyoming State Library shall refer unfilled requests to the University of Wyoming
6. The University of Wyoming shall refer requests if unfilled to the Bibliographical Center; and may also feasibly refer its own requests elsewhere within and without the state using TWX facilities as it shall deem reasonable and necessary.

It is recognized that there may be some necessary exceptions to these channels; and that, with discretion, direct access routes may be employed, as for example, with the developing regional medical centers.

Chart 1

The Communications Route



It is possible to suggest certain responsibilities at each service level; these may become in part incorporated into written agreements; or, otherwise, into a procedures manual. Again proceding up the ladder, each participating local library should fulfill the obligations of providing the best possible reference service from its own collection, making use of available tools for identification and correct entry for requested items in referring to the regional communications centers. The regional center should be expected to fill requests from it own collection and to provide a larger reference collection and standard reference tools for the handling of subject requests and interlibrary loans. The Wyoming State Library should be expected not only to direct its own collection to statewide reference service and to further verification, as it presently does, but to provide the coordinated guidance for resource development suggested in the Kee report; to provide philosophical rationale and procedural instruction, including teaching the use of tools; to guide staff development via workshops and consultative services, and, in effect, to provide the proper backing for the development of a true reference network in the state. Nor should the proper use of the University of Wyoming's staff and material resources be omitted from these guidelines. The State Library should provide for the implementation of such contractual documents as are deemed fitting. These procedural statements should be followed by thorough staff training and demonstration of how the system is expected to work prior to making the system operational.

It is therefore recommended:

15. That the State Library establish the procedures necessary to insure the success of the program.

16. That the State Library, as imperative to the proper functioning of the statewide communications system give immediate priority attention to the training and instruction of all personnel responsible for development and operation of the system in all participating libraries.

Chapter VII

Making the System Effective

No communications system will be effective or successful by itself. Its manipulation and use must relate always to the stated goals of state library development and above all to improved user access. The reasons for installation of the system should serve as constant reminders and the evaluative scrutiny to which the demonstration should be subjected at its close should measure accomplishment against the intended goals.

It became exceedingly apparent to the surveyor in the conduct of this study that the communications system could not and should not be measured in terms of success or lack of it except as certain other concurrent steps are taken to improve the library resources in the state. By providing guidelines of quality, by directing an inventory of present and needed specialized strengths, and by sponsoring such other cooperative programs as union lists of newspapers and serials, the Wyoming State Library can help to insure a true sharing of Wyoming's library resources. The surveyor cannot emphasize the need to do this too strongly. There also should be some effort to identify the state's library users and the user access routes from local libraries, the schools, community colleges; and for industry and business, medical groups, government employees and other special interests. In this recognition of need, the surveyor recommends:

17. That the State Library acting as consultant and coordinator, as inherent to the success of this demonstration, give priority

attention to planning for the further improvement and development of the library resources of the state, including but not limited to: collection building, and especially reference collections; a directory and description of the specialized resources available within Wyoming; and the establishment of further cooperative programs among all types of libraries for the use of these resources.

18. That a combination of federal, state, and local funding be employed to purchase the reference tools necessary to the functioning of the communications system, and that the use of existing funds on all levels should be explored for possible immediate purchase of reference tools.

Moreover, if drama can be attached to this demonstration - and its mechanics guarantees excitment - it must come from efforts expended beyond the present dedicated efforts of good librarians. These efforts should be supported by a concerted campaign to call the attention of all Wyoming citizens to this demonstration of potentially effective and improved library service. Therefore, not the least of these recommendations is the urging:

19. That a careful and timely public relations program be initiated by the State Library, but to include all participating libraries, in order to acquaint all of Wyoming's citizens with the demonstration project, not only prior to its inception, but during the period of the demonstration.

Business groups should be informed that they may have entre' into this system; university extension centers, clinics and hospitals, teachers and other groups should be informed. Announcements should come via newspapers, radio, and TV spots.

During the demonstration period, it is to be assumed that close attention will be given to TWX use, its operation, its costs, and its general success or want of it. While success cannot be guaranteed, certainly if the previously recommended steps are taken, an adequate experiment should bring some conclusive result. While the surveyor feels confident in predicting success, it is, of course, important to suggest that this should be determined by something other than conjecture, although, this too, has its place. Thus, finally, it is recommended:

20. That the centers designated be evaluated after the first six months of activity, and again each year following, employing the original criteria for designation and terms of agreement as measurements of performance.

21. That the criteria selected for the designation of the regional communications centers continue to be used in establishing new designations in any expansion of the TWX communications system during the demonstration period.

22. That these criteria be re-evaluated at the conclusion of the demonstration period.

Appendix 1: Criteria for Site Selection

1. Location in community

2. Physical facilities

3. Service attitudes
   a. Rapport with other libraries in community

4. Characteristics of collection
   a. Tools for verification of interlibrary loan requests

5. Interlibrary loans
   a. Volume
   b. Procedures

6. Staff and hours open

7. Patron and community characteristics
   a. Identity of business and other community groups
   b. Potential community growth
   c. Present library users

Appendix 2

Interlibrary Loan Requests from Counties July 1966 - June 1967

Albany	41
Big Horn	135
Campbell	118
Carbon	240
Converse	91
Crook	172
Fremont	496
Goshen	81
Hot Springs	124
Johnson	30
Laramie	230
Lincoln	73
Natrona	43
Niobrara	63
Park	246
Platte	168
Sheridan	335
Sublette	258
Sweetwater	231
Teton	82
Uinta	204
Washakie	145
Weston	123
Other[1]	461
Total	4210

1. Includes requests from schools, state institutions and state departments.

Appendix 3
Checklists

Tools for Interlibrary Loan

Applied Science and Technology Index (formerly Industrial Arts Index) N.Y., Wilson, 1913- Monthly w/q and annual cuml.

Art Index, v.1- 1929- N.Y., Wilson, 1933-

Ayer. N.W. Ayer and Son's Directory of Newspapers and Periodicals, v.1- 1880- Philadelphia, Ayer, 1880- Annual.

Baer, Eleanora A. Titles in Series... 2d ed. N.Y., Scarecrow, 1964. 2v.

Bibliographic Index, 1937- N.Y., Wilson, 1938- Annual and other cuml.

Biography Index. N.Y., Wilson, 1947- v.1, 1947- Quarterly, with annual and 3 yr. cuml.

Biological and Agricultural Index... v.50- 1964- N.Y., Wilson, 1964- (Formerly Agricultural Index) Monthly, Oct.-Aug., w/annual and biennial cuml.

Book Review Index, v.1- 1965- Detroit, Gale Research, 1965- Monthly, w/quarterly cuml.

Books in Print... 1948- N.Y., Bowker, 1948- Annual.

Brewton, John Edmund & Sara W. Brewton. Index to Childrens Poetry. N.Y. Wilson, 1942. 965p. 1st suppl., N.Y., Wilson, 1954. 405p.

Business Periodicals Index... v.1- 1958- N.Y., Wilson, 1958- Monthly exc. Jl. w/annual cuml.

Children's Catalog, 10th ed. & suppls. N.Y., Wilson, 1961. 915p.

Christian Science Monitor. Subject Index... v.1- 1960- Boston, 1960- Monthly, w/semi-annual and annual cuml.

Cook, Dorothy E. and Isabel S. Monro. Short Story Index. N.Y., Wilson, 1953. 1553p.

---. Short Story Index: suppls, 1950-54; 1955-58. N.Y., Wilson, 1956-60. 2v.

Cumulative Book Index... 1928/32; 1933-37; 1938-42; 1943-48-; 1949-52; 1953-56; biennial 1957- N.Y., Wilson, 1933- Also pub. in monthly editions and cuml.

Eastman, Mary H. Index to Fairy Tales, Myths and Legends. 2d. ed. rev. and enl. Boston, 1926. 610p.

---. Index to Fairy Tales, Myths, and Legends. 1937. 566p.

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Education Index, 1929- Wilson, 1932- Monthly exc. J1. & Ag., annual and biennial cuml.

Encyclopedia of Associations. 4th ed. Detroit, Gale Research, 1964. 2v.

Essay and General Literature Index, 1900-1933. N.Y., Wilson, 1934. 1952p. Cuml. suppls. 1934-40; 1941-47; 1948-54; 1955-59-

Fiction Catalog. 7th ed. N.Y., Wilson, 1961. 650p. Continued by annual suppls.

Forthcoming Books, 1966- N.Y., Bowker, 1966- Bimonthly.

Granger's Index to Poetry, 5th ed. completely rev. and enl...through June 30, 1960. N.Y., Columbia University Press, 1962. 2123p.

Hoffman, Hester R. Reader's Adviser. 10th ed., rev. and enl. N.Y., Bowker, 1964. 1292p.

Index to Legal Periodicals, 1908- N.Y., Wilson, 1909- Monthly, Oct.-Aug., cuml. annually.

Index to Little Magazines, 1948- Denver, Alan Swallow, 1949- Annual; biennial.

Ireland, Norma O. An Index to Monologs and Dialogs. Rev.and enl. ed. Boston, 1949. 171p.

---. Suppl. Boston, Faxon, 1959. 133p.

Junior High School Library Catalog. 1st ed. and suppls. N.Y., Wilson, 1965.

Library Literature, 1921/32- N.Y., Wilson, 1934- Quarterly w/annual and triennial cuml.

Modern Language Association of America. International Bibliography, 1921- Annual.

Monthly Catalog of U.S. Government Publications, 1895- Wash., G.P.O., 1895- Monthly.

Monthly Checklist of State Publications, v.1- 1910- Wash., G.P.O., 1910- Monthly.

New Serial Titles, 1950-1960. Wash., Library of Congress, 1961. 2v.

New Serial Titles, 1961-1965. Wash., Library of Congress, 1966. 2v.

New Serial Titles, 1966. Washington, Library of Congress, 1967.

New Serial Titles... N.Y... Bowker, 1967- Current subs. Monthly.

New York Public Library. New Technical Books... v.1, 1915- N.Y., New York Public Library, 1915- 10 times yr.

New York Times Index, v.1- 1913- N.Y., New York Times, 1913- Semi-monthly w/annual cuml.

Nineteenth Century Reader's Guide to Periodical Literature, 1890-1899... N.Y., Wilson, 1944. 2v.

Orton, Robert M. Catalog of Reprints in Series, 1940- N.Y., Wilson, 1940- Annual.

Ottemiller, John H. Index to Plays in Collections... 4th ed. rev. and enl. N.Y., Scarecrow, 1964. 370p.

Paperbound Books in Print. N.Y., Bowker, 1955- Monthly, cuml. 3 times a yr.

Play Index, N.Y., Wilson, 1953-1963. Vol. 1, 1949-52; Vol. 2, 1953-60.

Poole's Index to Periodical Literature, 1802-1881. Rev.ed. Boston, Houghton, 1891-1892. 2v.

---. Suppls. 1882-1907. Boston, Houghton, 1887-1908. 5v.

Public Affairs Information Service. 1st- 1915- N.Y., PAIS, 1915- Weekly w/cuml. and annual cuml.

Publishers Trade List Annual, 1873- N.Y., Bowker, 1873- Annual.

Publishers' Weekly...v.1- 1872- N.Y., Bowker, 1872- Weekly.

Readers' Guide to Periodical Literature, v.1- 1900- cumulative. N.Y., Wilson, 1905- Semi-monthly, Sept.-June; Monthly, J1-Aug., cuml. annually.

Social Science and Humanities Index...v.1- 1916- N.Y., Wilson, 1916- Monthly, w/cuml. (formerly International Index)

Standard Catalog for High School Libraries. 8th ed. and suppls. N.Y., Wilson, 1962. 1257p.

Standard Catalog for Public Libraries. 4th ed. N.Y., Wilson, 1959. 1349p.

---. 1959-1963 ed. N.Y., Wilson, 1964. 526p.

Standard Periodical Directory, ed. 1, 1964/65- N.Y., Oxbridge, 1964- Annual. 2d.ed.pub. 1966.

Subject Guide to Books in Print. Annual. N.Y., Bowker, 1957-

Subscription Books Bulletin Reviews, v.1- 1961- Chicago, ALA, 1961-

Sutton, Roberta B. Speech Index. N.Y., Wilson, 1935- 272p.

---. Speech Index, 1935-1955. New Brunswick, N.J., Scarecrow, 1956. 448p.

---. Speech Index, 1956-1961. N.Y., Scarecrow, 1962. 219p.

Technical Book Review Index, comp. and ed. by the Technology Department of the Carnegie Library of Pittsburgh, v.1- 1935- N.Y., Special Libraries Association, 1935- Monthly exc. J1-Aug.

Textbooks in Print... 1956- N.Y., Bowker, 1956- Annual.

Thomson, Ruth G. Index to Full-Length Plays, 1895 to 1925. Boston, Faxon, 1956. 172p.

---. Index to Full-Length Plays, 1926-1944. Boston, Faxon, 1946. 305p.

Ulrich's Periodicals Directory...11th ed. N.Y., Bowker, 1965-66. 2v.

Union List of Serials...3rd ed. N.Y., Wilson, 1965- 5v.

U.S. Library of Congress. General Reference and Bibliography Division. A Guide to the History of the United States of America. Wash., G.P.O., 1960. 1193p.

United States Catalog: Books in Print. Jan. 1, 1928. 4th ed. N.Y., Wilson 1928. 3164p.

Vertical File Index: N.Y., Wilson, 1935- Monthly w/annual cuml.

Wall Street Journal Index, 1957- N.Y., Dow Jones and Co., 1957-

Winchell, Constance M. Guide to Reference Books. 8th ed. Chicago, ALA, 1967. 741p.

Wyoming Library Roundup, 1942- Cheyenne, Wyoming State Library, 1942- Quarterly.

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Annotated Bibliography of Economic Geology, 1928- Urbana, Ill., Economic Geology Printing Co., v.1- 1929- Semiannual.

Bibliography of North American Geology, v.1, 1919-1928; v.2, 1929-1939; v.3 1940-1949. Wash, G.P.O., 1931-1957. (U.S.G.S. Bulls. 823, 937, 1049)

Biological Abstracts...Phila; Biological Abstracts, 1926- Semimonthly.

Chemical Abstracts, v.1- 1907- Easton, Pa., American Chemical Society, 1907- Fortnightly.

Cumulated Index Medicus, v.1- 1960- Chicago, American Medical Association, 1961- Annual.

Dissertation Abstracts...v.12- 1952- Ann Arbor, Mich., University Microfilms, 1952- Monthly.

Engineering Index...1906- N.Y., Engineering Index, Inc., 1906- Monthly; cuml. annually.

Masters Abstracts...v.1- 1962- Ann Arbor, Mich., University Microfilms, 1962- Quarterly.

National Union Catalog: a Cumulative Author List. Wash., Library of Congress Card Division. Monthly, w/quarterly and annual cuml.

National Union Catalog: a Cumulative Author List representing Library of Congress Printed Cards...1953-1957, Ann Arbor, Michigan, Edwards, 1958. 28v.

National Union Catalog: A Cumulative Author List representing Library of Congress Printed Cards...1958-1962. N.Y., Rowan & Littlefield, 1963. 54v.

National Union Catalog: a Cumulative Author List representing Library of Congress Printed Cards...1952-1955 Imprints.. Ann Arbor, Edwards, 1961. 30v.

Nickles, John M. and Robert B. Miller. Bibliography and Index of Geology Exclusive of North America. v.1- 1933- Wash., Geological Society of America, 1934-

Psychological Abstracts, v.1- 1927- Lancaster, Pa., American Psychological Association, 1927- Bimonthly.

Sociological Abstracts, v.1- 1952- N.Y., Sociological Abstracts, 1952- 9 times yr.

U.S. Library of Congress. Catalog of Printed Books...issued to July 31, 1942 Ann Arbor, Mich, Edwards, 1942-46. 167v. (Reprinted by Rowan and Littlefield)

---. Catalog of Printed Books...1948-52. Ann Arbor, Mich., Edwards, 1953. 24v.

U.S. Library of Congress. Monthly Index of Russian Accessions, v.1- 1948- Wash., G.P.O., 1948- Monthly.

Appendix 4

Interviews and Correspondence

Mr. Charles Bauman, Assistant Librarian, Coe Library, University of Wyoming, Laramie.

Mrs. Betty Bisbee, Librarian, Riverton Branch, Fremont County Library, Riverton.

Mrs. Dorothy Brown, Librarian, Eastern Wyoming Community College, Torrington.

Mr. Robert Burrill, Librarian, Fremont County Library, Lander; and his staff.

Miss Georgia Coffin, Head Cataloger, Coe Library, University of Wyoming, and Chairman, Planning Committee, Wyoming Library Association.

Dr. William Carr, Librarian, Western Wyoming College, Rock Springs.

Dr. Charles Crandall, President, Western Wyoming College, Rock Springs; and members of the Library Committee.

Mr. James Crawford, Natrona County Library Board, Casper.

Mr. John Andrew Fisher, State Librarian, Wyoming State Library, Cheyenne.

Mrs. Grace Gasson, Librarian, Sweetwater County Library, Green River.

Mrs. Margaret Hamlin, Librarian, Park County Library, Cody.

Mr. Gordon B. Hargraves, Librarian, Casper College, Casper.

Mrs. Frae Hay, Rock Springs Public Library Board, Rock Springs.

Mrs. Mary Kelly, Librarian, Goshen County Library, Torrington.

Mrs. Ione McClain, Reference Librarian, Coe Library, University of Wyoming, Laramie.

Mrs. Wilmot McFadden, Librarian, Rock Springs Public Library, Rock Springs.

Mrs. June McGrath, Librarian, Powell Branch, Park County Library, Powell.

Miss Mildred Morse, Reference Librarian, Natrona County Library, Casper.

Mrs. Holly V. Ohm, Librarian, Sheridan College, Sheridan.

Mr. Stan Oliner, Librarian, Laramie County Library, Cheyenne.

Dr. Walter Palmberg, President, Central Wyoming College, Riverton.

Mrs. Frances Prince, Member, Sweetwater County Library Board.

Dr. James Ranz, Acting Librarian, Coe Library, University of Wyoming, Laramie.

Mr. Loren Sgro, Acquisitions Librarian, Wyoming State Library, Cheyenne.

Mrs. Georgia Shovlain, Librarian, Sheridan County Library, Sheridan.

Mrs. La Frances Sullivan, Librarian, Natrona County Library, Casper.

Mr. Terry A. Thompson, Librarian, Northwest Community College, Powell.

Letter from Alice P. Hild, Library Specialist, Wyoming Department of Education, to Phoebe F. Hayes, November 16, 1967.

Letter from Edward S. Halsey, President, Weston County Library Board, Newcastle, to Office of the State Librarian, December 18, 1967.

Letter from Holly V. Ohm, Librarian, Sheridan College, to J.A. Fisher, State Librarian, Wyoming State Library, November 1, 1967.

Letter from Homer O. Reynour, Area Sales Manager, Mountain States Telephone, Denver, to Phoebe F. Hayes, September 18, 1967.

Letter from James Capen, Audio-Visual Director, Rock Springs High School to J. A. Fisher, State Librarian, Wyoming State Library, November 17, 1967.

Letter from John Andrew Fisher, State Librarian, Wyoming State Library, to Phoebe F. Hayes, June 20, 1967.

Letter from Lawrence H. Stolz, Communications Consultant, Mountain States Telephone, Cheyenne, to Andrew Fisher, State Librarian, Wyoming State Library, November 21, 1967.

Letter from Lee Mortensen, Field Consultant, Wyoming State Library, to Phoebe F. Hayes, September 7, 1967; together with memorandum: Points or questions to consider in selecting TWX sites.

Letter from Louise A. Nixon, Executive Secretary, Nebraska Public Library Commission, to Phoebe F. Hayes, November 30, 1967.

Letter from Phoebe F. Hayes, Director, Bibliographical Center, to John Andrew Fisher, July 20, 1967; together with memorandum re. TWX recommendations - Wyoming.

Letter from Terry A. Thompson, Librarian, Northwest Community College, to Phoebe F. Hayes, November 20, 1967.

Letter from W. B. Reed, Communications Consultant, Mountain States Telephone, Denver, to Phoebe F. Hayes, September 18, 1967.

Appendix 5

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Tomkins, Calvin. A certain attitude toward change. New Yorker, Nov. 18, 1967, v.43, p. 51-52.

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